

A STUDY ON MANAGING SUSTAINABILITY FOR WOMEN EMPLOYEE ENGAGEMENT WITH REFERENCE TO FINANCE SECTOR

S. SUDHA¹ & SARANYA. J²

¹Associate Professor, Vels University, Pallavaram, Chennai, Tamil Nadu, India

²Research Scholar, Vels University, Pallavaram, Chennai, Tamil Nadu, India

ABSTRACT

In today's scenario the numbers of women employees are increasing in the field of management. The effects of psychological climate may affect their source of livelihoods. The women employees' who are engaged their jobs which afford responsibility, independence, variety, and time flexibility and leadership opportunities. Women have managed to protect themselves against adverse effects of climate change. Organizations have to realize that in today's constantly changing business scenario, the most valuable resource that needs to be leveraged is human resource. Understanding employee engagement, measuring and enhancing engagement offers promise of better business performance by ambassadors of the organization who work like entrepreneurs and help sustain organization growth through innovation and lower employee turnover. The study on which this paper is based seeks to ascertain the level of women employees engaged in organizations. Sample for the study consists of 100 women employees in the organization. The factors considered here for Women Employee Engagement are, Psychological Climate, Intention to Turnover Job Fit, Discretionary Action, Affective Commitment, etc. This study is based on how women engaging their works in organization through Psychological Climate and Intention to Turnover.

KEYWORDS: Women Employee Engagement, Intention to Turnover, Psychological Climate

INTRODUCTION

In modern scenario, more women are engaged in the organizations. Women have sharing of responsibility at work place and independent decisions. Economic independence of women is more important to show their ability and to exercise freedom of choice. Many of the working women who controls their own income and do contribute to the economic needs of the family whenever required. India is the first among countries to give women equal franchise and the enactment of laws to protect and promote the interests of women, but women continue to be denied economic, social and legal rights and privileges. So, they have considered being equal partners in progress. Women are traditionally attached with the household chores. So, the cultural restrictions change a woman. They are still not as free to participate in the formal economy. Women tend to hold sufficient skills to perform higher-level jobs. Women contributing to the family increased.

Objectives of the Study

- The objective of the study is to improve work climate of women employees'
- To study about the women employees' intention towards turnover
- To study about how the women employees involving themselves in the organization

Review of Literature

- Fred Luthans, Suzanne J. Peterson (2002), **“Employee Engagement and manager self – efficacy”**. The author examines the theoretical understanding of employee engagement. The author concludes that both employee engagement and manager self-efficacy are important antecedents that together may more positively influence manager effectiveness than either predictor by itself.
- Alan M. Saks (2006), **“Antecedents and consequences of Employee Engagement”**. The author highlights a model of the antecedents and consequences of job and organization engagements based on social exchange theory. The author concludes that there is a meaningful difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement.
- Sandeep Kular, Mark Gatenby, Chris Bees, Emma Soane, Katie Truss (2008), **“Employee Engagement: A literature review”**. The author highlights the developing knowledge and understanding of employee engagement its drivers, and its consequences. The author concludes that there is link between levels of engagement and organizational performance.
- Filho, W.L. Barbir, J. Spiric, J. (2009), **“Communicating climate change: Challenges ahead and action needed”**. The author examines some of the problems inherent to the communication of climate change. The author concludes that the barriers seen when one tries to communicate climate change and outlines some of the current misconceptions of what climate change is and suggests set of measures.
- Marius W. Stander, Sebastiaan Rothmann (2010). **“Psychological Empowerment, Job insecurity and Employee Engagement”**. The author examines the relationship between psychological empowerment, job insecurity and employee engagement. The author concludes that affective job insecurity is high, it is crucial to attend to the psychological empowerment of employees.
- Sharma Baldev R. and Raina Anupama (2010), **“Determinants of Employee Engagement in a private sector organization”**. The author highlights the level of employee engagement and the determinants thereof among the sales executives of a private sector organization. The author concludes that the situation within which the employees are working are the critical determinants of employee engagement.
- Brad Shuck, Thomas G. Reio Jr and Tonette S. Rocco, (2011), **“Employee Engagement: An examination of antecedent and outcome variables”**. The author examines the link between job fit, affective commitment, psychological climate and employee engagement. The author concludes that the development of employee engagement as a means for improving organisation performance.
- Surya Prakash Pati (2012), **“Development of a measure of Employee Engagement”**. The author highlights the multidimensional instrument of employee engagement. The author concludes that the degree of empowerment shall differ across the organizational hierarchy.
- Biswas, Soumendu, Varma, Arup, Ramaswami, Aarthi (2013), **“Linking distributive and procedural Justice to Employee Engagement through Social Exchange: A field study in India”**. The author examines the various factors that influence Employee Engagement.

The author concludes that employee engagement measurement can be a continuous process that enables the organization to take personalized actions for each employee to improve his/ her employee engagement.

- Larson, Milan. D; Norman, Steven. M; Hughes, Larry. W; Avey, James. B; (2013), “**Psychological capital: A new lens for understanding employee fit and attitudes**”. The author examines the insights to understanding person-to-organization fit are enhanced when employees and leader psychological capital levels are similar. The author concludes that the concept of fit between employees and their work environment is not new similarity between leaders and followers as it relates to person to organization.

Research Methodology

The research is to find the psychological feelings of women employees in the organisation and reasons for turnover intentions and benefits they are getting from the organisation.

Research Design: Descriptive research has been used as research design in this study.

Sampling Techniques: Purposive sampling has been used here as sampling techniques.

Data Collection: Data collected through Questionnaire. Primary Data was collected using Structured Questionnaire.

Sample Size: In the total level of population of the women employees in the organisation 100 women employees have been chosen as sample size for the study.

FINDINGS

Hypothesis

- **The Study is to Improve the Work Climate of Women Employees’**

Null Hypothesis

H0: There is no association between working with full involvement and the working conditions.

Alternate Hypothesis

H1: There is association between working with full involvement and the working conditions.

Table 1

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	53.006 ^a	16	.000

Inference

From the above table it is inferred that $p < 0.05$ hence there is a strong evidence to reject the null hypothesis. Hence, it is proved there is association between working with full involvement and the working conditions.

- **To Study about the Women Employees’ Intention towards Turnover**

Null Hypothesis

H0: There is no association between pay package and the maternity leave benefits.

Alternate Hypothesis

H1: There is association between pay package and the maternity leave benefits.

Table 2

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	34.667 ^a	9	.000

Inference

From the above table it is inferred that $p < 0.05$ hence there is a strong evidence to reject the null hypothesis. Hence, it is proved there is association between pay package and the maternity leave benefits.

- **Study about the Women Employees Involving Themselves in the Organization**

Null Hypothesis

H0: There is no association between employees with full involvement and the age.

Alternate Hypothesis

H1: There is association between employees with full involvement and the age.

Table 3

	Calculated Value	df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	23.393 ^a	12	.025

Inference

From the above table it is inferred that $p < 0.05$ hence there is a strong evidence to reject the null hypothesis. Hence, it is proved there is association between employees with full involvement and the age

- **Study about the Women Employees Involving Themselves in the Organization**

Null Hypothesis

H0: There is no association between employees' emotional climate and the good relation with their colleagues.

Alternate Hypothesis

H1: There is association between employees' emotional climate and the good relation with their colleagues.

Table 4

	Calculated Value	df	Asymp. Sig. (2-Sided)
Pearson Chi-Square	29.860 ^a	16	.019

Inference

From the above table it is inferred that $p < 0.05$ hence there is a strong evidence to reject the null hypothesis. Hence, it is proved there is association between employees' emotional climate and the good relation with their colleagues.

FACTOR ANALYSIS

Table 5: Factors Influencing Psychological Feelings towards Employees

Total Variance Explained										
Component		Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	Safety	3.437	42.956	42.956	3.437	42.956	42.956	3.079	38.486	38.486
2	Stress	1.598	19.979	62.936	1.598	19.979	62.936	1.612	20.145	58.632
3	Nature of work	1.053	13.156	76.092	1.053	13.156	76.092	1.397	17.460	76.092

Inference

The various factors that influence Psychological feelings of employees in organizations analyzed with the help of factor analysis. The several factors which influence Psychological feelings towards employees are grouped into 3 factors such as safety, stress and happy nature of work.

Limitations of the Study

The limitations of the study are as follows

- This study is subjected to only few variables. Hence this study does not focus on other variables which affect employee engagement.
- This study does not focus on other variables which influence employee engagement.
- This study was limited to a particular finance based company and hence does not focus on other sectors.

SUGGESTIONS

- Engage the unengaged. So that can avoid poor job fit of employees'.
- Women Employees who are engaged in the organizations their dedication towards work is low due the lot of responsibilities in their families and work pressure in the organization. So that the positive environment can be created for them to work with full involvement in the organization.
- The cultural and emotional climate is not positive and supportive for Women employees'. Which affects them emotionally and ending up stress at work. So can give awareness and can conduct some activities to remove stress.

CONCLUSIONS

From the above study, it was inferred that there is no full involvement of work because the working conditions of an employee is not supportive in organization. The cultural and emotional climate is not positive for employees'. Organizations should make it a point that they bring collaboration between the employees' to enhance the employee

engagement. The work force is flooded with the people which its results in Poor job fit for employees'. Employees' are not willing to for extra mile to work in organizations. Employees' are not working with full involvement. The employees' can also be engaged in the organizations like, Training and development, motivation, physical work environment, fun at work, etc.

REFERENCES

1. Alan M.Saks " Antecedents and consequences of employee engagement". ISSN, Emerald 21,(2006).
2. Brad shuck, Thomas G. Reio Jr, Tonette S. Rocco, "Employee Engagement: An Examination of antecedent and outcome variables". Human resources Development International vol 14, No.4, September 2011, 427-445.
3. Biswas Soumendu, Varma Arup,Ramaswami, Aarthi june (2013) "Linking distributive and procedural Justice to Employee Engagement through social Exchange: Afield study in India. "International Journal of Human Resource Management, vol 24 Issue 8, p 1570-1587.18p
4. Filho W. L, Barbir. J, Spiric. J (2009). "Communicating climate change: Challenges a head and action needed". International journal of climate change strategies and management.vol.1, No.1, pp 6-18.
5. Fred Luthans Suzanne J. Peterson Employee Engagement and manager self-efficacy. Journal of management development.ISSN:0262-1711. Vol 21. Iss.5, pp 376-387, 2002.
6. Larson, Milan D, Norman, Steven M, Hughes, Larry W., Avey, James B. (2013), "Psychological Capital: Anews lens for understanding Employee Fit and attitudes". International journal of Leadership studies. Fall 2013, vol 8. Issue 1, P32-48.17.p, Issn: 1554-3145.
7. Marius W. Stander, Sebastiaan Rothmann, 28 May 2010, Psychological Empowerment, Job Insecurity and Employee Engagement". SA Journal of Industrial Psychology, article # 849, vol.36, No.1
8. Surya Prakash Pati, "Development of a measure of Employee Engagement". The Indian Journal of Industrial relations vol 48, No.1,July 2012 (pg no:94)
9. Sandeep Kular, Mark Gatenby, Chris Rees, Emma Soane, Katie Truss oct(2008). "Employee Engagement: A literature Review. Kingston Business school. Issn No:1-872058-39-6/978-1-872058-39-9/9781872058399, no.19.
10. Sharma Baldev R. and Raina Anupama oct (2010), "Determinants of Employee Engagement in a private sector organization: An Exploratory study". Advance in Management, vol 3 (10).